



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS (20350-3000)  
CHIEF OF NAVAL OPERATIONS (20350-2000)  
WASHINGTON, DC

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JOINT MEMORANDUM

From: Commandant of the Marine Corps  
Chief of Naval Operations  
To: Secretary of the Navy

Subj: INTEGRATED NAVAL FORCE STRUCTURE ASSESSMENT

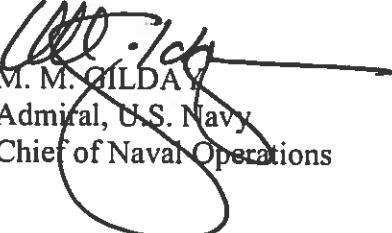
1. The Department of Navy has a unique opportunity to systematically re-examine our requirements and identify the naval force needed to meet the challenges of Great Power Competition. Naval integration is the cornerstone of our future naval force, and the challenges facing our nation demand that we fully leverage the strengths of both naval services.
2. Periodic Navy Force Structure Assessments (FSAs) provide the foundation for the Annual Long-Range Plan for Construction of Naval Vessels. An Interim 2019 FSA, based on the new National Defense Strategy and coordinated with the Marine Corps, is on schedule to complete in late September to support the Fall Program and Budget Review. This work is based on a 2030 global campaign. The Interim 2019 FSA will be noteworthy in being the first FSA to assess an optimal force mix that includes Large Unmanned Surface Vessels, Extra Large Unmanned Undersea Vessels, and Expeditionary Advanced Bases (EABs).
3. Concurrent with the work to complete the Interim 2019 FSA, we will work together to develop a new, comprehensive naval force architecture which integrates the concepts and doctrines required to project naval power globally in the year 2030 and beyond. This architecture will be evaluated analytically, with insights informing an initial Integrated Naval Force Structure Assessment – an update to the Interim 2019 FSA – characterizing the integrated naval warfighting capability and capacity required to conduct missions, functions, roles, and tasks in support of the National Defense Strategy.
4. The analytic work supporting the FSA will leverage ongoing Joint Force Operating Scenario (JFOS) development, which integrates the Navy and Marine Corps emerging warfighting concepts of Distributed Maritime Operations (DMO) and Littoral Operations in a Contested Environment/Expeditionary Advanced Base Operations (LOCE/EABO). The analysis will also provide additional detail of the effects of afloat and ashore EABs and the connectors and amphibious platforms that enable those operations.

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5. Timeline:

- September
  - Complete the Interim 2019 FSA by Sep 30 (OPNAV N81)
  - Complete JFOS baseline data for initial campaign analysis (OPNAV N81)
  - Commence expanded naval warfighting integration work (OPNAV N9/MCCDC)
- October
  - Commence JFOS baseline campaign analysis (OPNAV N81)
  - Integrate DMO & LOCE Naval warfighting capabilities for campaign analysis and deliver to N81 by 30 Oct. (OPNAV N9/MCCDC)
- November
  - Commence initial assessment of Naval Warfighting Integration Architecture (OPNAV N81)
  - Execute Chairman's Global Integrated Wargame 19
- December
  - Deliver initial JFOS-based campaign analysis results
  - Update the Interim 2019 FSA, creating the initial Integrated Naval Force Structure Assessment by incorporating the findings of the JFOS campaign analysis and the naval warfighting integration efforts

6. We will conduct this work with urgency and a clear emphasis on analytic rigor, with service/joint wargaming and campaign analysis driving the results. We will provide you an initial progress review, in person, within 30 days of the date of this memorandum. The initial Integrated Naval Force Structure Assessment will deliver in December, in time to support development of the Annual Long-Range Plan for Construction of Naval Vessels, rollout of the President's Budget and supporting testimony. The initial Integrated Naval Force Structure Assessment, updated as required with subsequent campaign excursions and analysis, will also serve to inform POM-22 programmatic decisions.

  
M. M. GILDA  
Admiral, U.S. Navy  
Chief of Naval Operations

  
D. H. BERGER  
General, U.S. Marine Corps  
Commandant of the Marine Corps